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Dr. Attallah Kappas
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Dear Kapp:

Thank you very much for the arrangements you have undertaken for the space for Dr. Smith's research project. The certificate of availability was the urgent requirement at this time, to permit the revised grant application to go forward before the deadline. When I visit in March I will check this out further with you and with the other involved people that you mentioned in your letter. I am confident that they can be reassured that Dr. Smith's work will be of very great value to the Clinical Research Center and that it can be done in a way that mitigates the stress on other requirements for space.

Thank you also for the background material on the Clinical Research Center and the hospital. It has taken me some time to go through it, but I have enjoyed every bit of it. There is certainly an impressive record of accomplishment and a well earned reputation, which confirm my belief that the means must be found to sustain this capability. I had a chance to visit with Ed Rall, the intramural director for the National Institute for Arthritis and Metabolic Disease; and he pointed out another indispensable value of this center: to have a smoothly running structure in-being, to be able to take advantage of new research initiatives and opportunities as they arise with a minimum of fuss and delay. I am also impressed that an able scientist like Anthony Cerami is able to play a major role in the Center through cooperation with his clinical colleagues, although he himself does not have a medical qualification.

Having confirmed such worthy goals, there remains the matter of means: and I will of course be very much interested to discuss concrete proposals that can lay out various options of modus operandi. The NIH site visit reported some concern about the efficiency with which the hospital has operated; and I would certainly be interested to know what steps have been taken to respond to that implied criticism. Has the external advisory committee that you indicated might be chaired by Dr. McGhee Harvey been activated; has it been able to submit any reports as yet?

Dr. Attallah Kappas

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Kapp -- these are just some principal thoughts that are at the top of my head at the present time. If you wish to make them part of the agenda for our further discussions next month or if you prefer to develop them further by memorandum in the interval: I leave that entirely to your own preference.

Most important of all is the scientific quality of the work reported and I did find this to be very exciting indeed.

The documents left me a bit confused about the status of Dr. German's project, which seemed to me rather vague both in operational and in scientific terms.

Yours sincerely,



Joshua Lederberg
Professor of Genetics

JL:ek-f

bcc: Rod Nichols